

PRODUCTIVITY

OVERVIEW

Productivity is one of four inter-related themes that frame North Sydney's local planning priorities and actions. These themes are introduced in the GSC's Greater Sydney Regional Plan, *A Metropolis of Three Cities*, and *North District Plan*.

The theme of productivity identifies the role that connectivity, access to employment and diversity of industry play on the overall economic health of the District and the City. A well-connected Greater Sydney will contribute to productivity in an evolving employment and spatial landscape.

The planning priorities will be delivered through the identified actions to guide land use decisions over the life of the plan. The planning priorities will also be monitored and reviewed, with the LSPS updated as required.

This section of the North Sydney LSPS responds to the higher level directions and planning priorities of the *North District Plan* and expresses them in a North Sydney context.

PLANNING PRIORITIES

P1

Grow a stronger, more globally competitive North Sydney CBD.

P2

Develop innovative and diverse business clusters in St Leonards/Crows Nest.

P3

Enhance the commercial amenity and viability of North Sydney's local centres.

P4

Develop a smart, innovative and prosperous North Sydney economy.

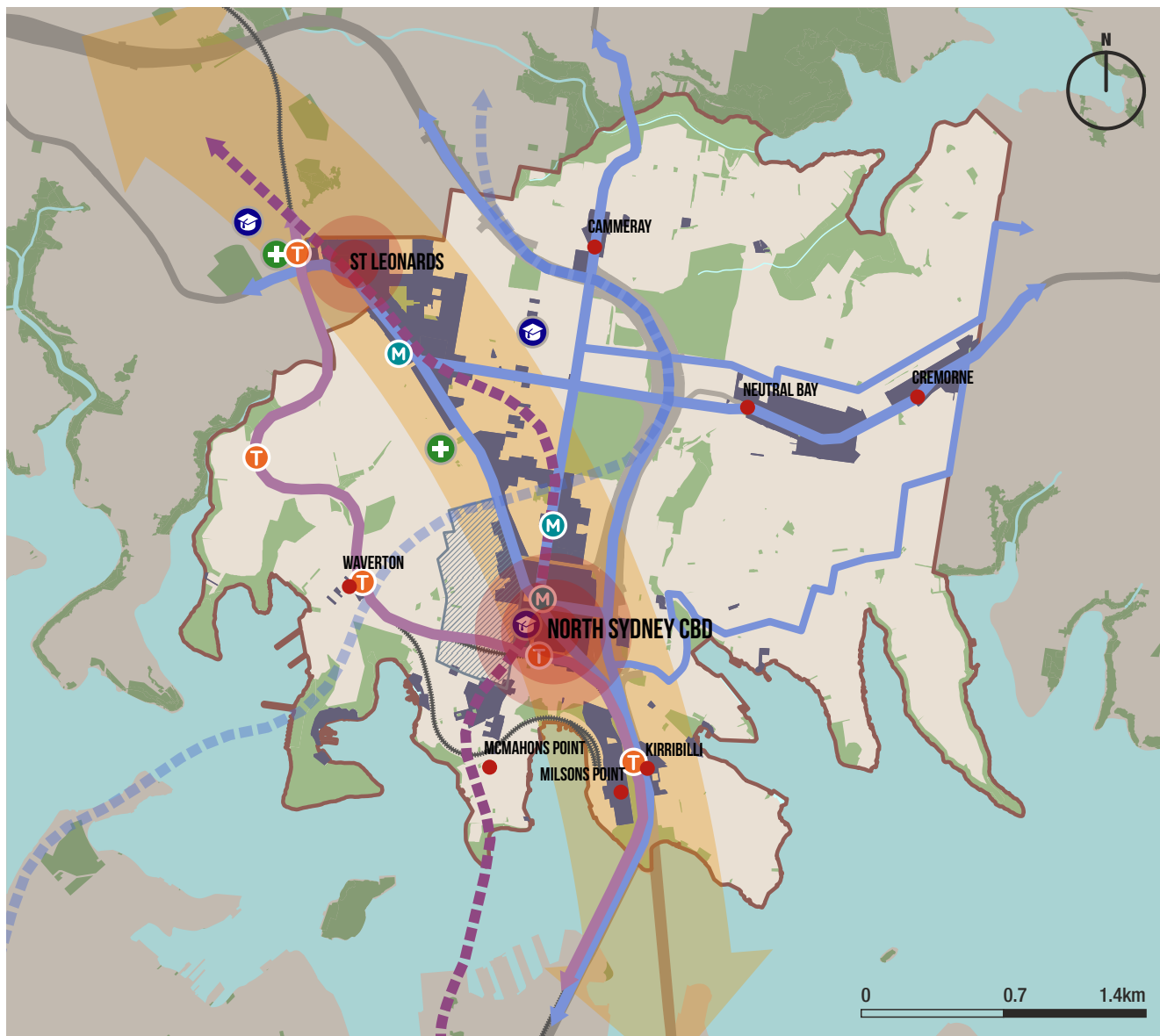
P5

Protect North Sydney's light industrial and working waterfront lands and evolving business and employment hubs.

P6

Support walkable centres and a connected and sustainable North Sydney.

MAP 8 — LOCAL ECONOMY AND EMPLOYMENT



LEGEND

- | | | | | |
|---------------|---------------------------|-------------------------------|--|---|
| LGA Boundary | Open Spaces | Metropolitan Centre | Education Precinct | City serving transport corridors (potential) [†] |
| Train Station | Waterways | Health and Education Precinct | Employment Lands: B3, B4, IN2, IN4, B1 zones | City Shaping Transport Corridors (existing) |
| Metro Station | Tertiary Education | Strategic Centre | City serving transport corridors (existing) | City Shaping Transport Corridors (future) |
| Train Line | Hospitals | Local Centre | | |
| Main Roads | Eastern Economic Corridor | | | |

NOTES:

[†] The Western Harbour Tunnel/Beaches Link was unfunded and had not received a business case approval at the time of preparation of the LSPS.

LOCAL PLANNING PRIORITY P1

GROW A STRONGER, MORE GLOBALLY COMPETITIVE NORTH SYDNEY CBD

LOCAL ECONOMY & EMPLOYMENT

RATIONALE

NORTH SYDNEY CBD

The North Sydney CBD is a thriving and attractive complementary office market to the Sydney CBD. For this reason, it is recognised under the Regional and District Plans as the northern component of the 'Harbour CBD.'

With a high concentration of multinational and national company headquarters, the Harbour CBD competes on an international stage and plays a fundamental role in metropolitan Sydney's standing as one of the 20 most advanced, globally connected and competitive cities in the world.⁴¹

In 2017, the North Sydney CBD was the 4th largest office market in Sydney, accommodating over 822,00 square metres of commercial office space and over 60,400 workers.⁴² With significant commercial, retail and education uses, the North Sydney CBD attracts workers and students from across metropolitan Sydney.

The North Sydney CBD is facing some significant challenges. Over the last decade, the competitiveness of the North Sydney CBD has declined with Macquarie Park replacing its status as the second largest office market in metropolitan Sydney.⁴³ The encroachment of residential development on commercial uses, the high proportion of B and C grade commercial office buildings, low pedestrian amenity due in part to the high levels of traffic in the CBD, and limited activity outside business hours present barriers to its ongoing competitiveness.

The revitalisation of the North Sydney CBD through more diverse night-time and weekend offerings and increased visitation to strengthen its position within the Harbour CBD is a key priority and has been the focus of extensive planning by Council through the *North Sydney Centre Review*.

EASTERN ECONOMIC CORRIDOR

The North Sydney CBD is also recognised as an integral component of the 'Eastern Economic Corridor' under the Regional and District Plans. This is Greater Sydney's most productive economic asset, covering Macquarie Park, Chatswood, St Leonards, the Harbour CBD, Green-Square/Mascot, Randwick and Sydney Airport.

The corridor supports highly productive sectors that interact both globally and nationally. It also supports economic activity that services (and is supported by) other economically important areas within the North Sydney LGA and the rest of the economic corridor.

Considering commercial market dynamics beyond North Sydney is critical to ensuring economic and employment growth in all centres. North Sydney Council will focus on advancing market and industry cluster relationships within its employment areas in collaboration with the City of Sydney, Mosman, Willoughby and Lane Cove Councils.

41 ARUP Pty Ltd, 2019, Draft City Economic Future Study 2019: Globalisation and World Cities Research Network (GaWC), 2018, The World According to GaWC.
42 Greater Sydney Commission (GSC), 2018, North District Plan.
43 SGS Economics & Planning, 2016, North Sydney Economic Development Strategy Report.



EMPLOYMENT GROWTH

The North Sydney CBD has a high concentration of industry and employment in the professional, scientific and technical services and finance and insurance services. These sectors have displayed positive growth in recent years, and along with achieving a high degree of specialisation, it is considered to be relatively well established as the North Sydney LGA's first and second largest industries of employment.⁴⁴

The *North District Plan* identifies an employment target of 15,600 – 21,100 additional jobs for the North Sydney CBD by 2036.

The North Sydney CBD will continue to perform a significant economic and employment role and its relationship to the southern CBD will be strengthened, chiefly with the implementation of Sydney Metro.

Council's *North Sydney CBD Land Use and Capacity Strategy (2017)*, identifies opportunities for commercial office growth which will be encouraged but carefully managed, and a balance will be struck between capacity for commercial growth and pedestrian and user amenity. Given the limited opportunities to expand laterally, this priority has been explored by a considered increase of building heights, whilst maintaining and where possible, improving solar amenity to important spaces and places and maximising solar access to adjoining residential zoned land.

The North Sydney CBD will retain its commercial core zoning to ensure that employment capacity is provided for residential development is restricted to its peripheral locations. This will ensure that North Sydney continues to deliver a place that is reflective of the highest order centre assigned under the regional and district plans.

NORTH SYDNEY CBD

15,600-21,000

JOBS BY 2036

Figure 11: North Sydney CBD jobs targets
Data source: Greater Sydney Commission (GSC), 2018, North District Plan.



Brett Whiteley Place, North Sydney CBD.

44 SGS Economics & Planning, 2016, North Sydney Economic Development Strategy Report.

ENHANCED PUBLIC DOMAIN & USER AMENITY

The arrival of Metro in 2024 provides a unique opportunity to achieve a step change in the accessibility, pedestrian comfort and amenity of the North Sydney CBD.

It is Council's aspiration that surface transport moving through the Centre with a destination elsewhere, be shifted to the periphery of the CBD to reclaim central parts of the city for people. This will reduce conflict between vehicles and pedestrians and contribute to the CBD having a strong pedestrian and universal access focus for movement which will add to its vibrance, attractiveness and comfort.

With a significant increase in the working population of North Sydney to 2036, facilitated by improved accessibility, there will be greater use and demand for public spaces and an increased need to reclaim public space for people.

Council's plans will facilitate this with a series of strategies aimed at providing new or embellished public spaces. These are underpinned by the *North Sydney CBD Transport Masterplan (2018)* which fundamentally seeks to reclaim the core of the city as safe, comfortable and high-quality pedestrian spaces and push regional through-traffic to its periphery.

The most transformative of these new spaces will be a new 6,000 square metre public plaza which has been identified in *North Sydney CBD Public Domain Strategy – Place Book (2018)* as 'Miller Street Plaza'. This vision can be realised by closing a section of Miller Street between Berry Street and the Pacific Highway. This is an ambitious plan but one that is necessary to provide for the growth and evolution of the city to provide it with a flat, sun-drenched central heart. Council will continue to collaborate with State authorities to capitalise on the place-making opportunities arising from Sydney Metro.

Travel demand modelling undertaken as part of Council's *North Sydney CBD Transport Masterplan (2018)*, suggests that the number of journeys by rail will increase as a result of Metro, from 47% in 2014 to 60% in 2036. This will be accompanied by corresponding falls in journeys by bus, from 12% in 2014 to 8% in 2036. Overall, 67% in walking, rail and Metro passenger journeys will improve as a result of the amenity benefits associated with the delivery of Miller Street Plaza.

A multi-criteria analysis of a number of identified options investigated as part of Council's *North Sydney CBD Transport Masterplan (2018)*, showed the Miller Street Plaza option to provide the greatest amenity benefits, which can be achieved while reducing congestion in the AM peak with minimal impacts on congestion in the PM peak.

Other key public domain projects include a new plaza outside the North Sydney Post Office, the transformation of Miller Street into a "civic spine" and redesigning intersections to improve the safety and amenity of North Sydney's streets. This strategy also shows what could be possible on the former tramway viaduct near Blue Street. A more aspirational longer term vision, is to create an area of open space and activity over the Warringah Freeway enabling the reconnection of the two halves of the LGA (refer to Figure 10).

The *North Sydney CBD Public Domain Strategy – Place Book (2018)* will be refined with an implementation plan, which will provide a greater degree of detailed design for selected CBD spaces to be pursued in the shorter term and build on the momentum and benefits of Victoria Cross Metro Station.



PLACEMAKING VISION NORTH SYDNEY CBD



North Sydney CBD
Public Domain Strategy
North Sydney Council
October 2018



LEGEND

- Existing and proposed trees
- Major new developments
- New Metro (2024)
- Ward St Masterplan
- Activated laneways
- Desired future laneway link
- Open spaces
- Road upgrades
- Key heritage sites
- Existing art site
- Desired art site

Map 9: Overall placemaking vision for North Sydney CBD





CENTRAL LANEWAYS NETWORK

A pedestrian laneway network focused on Denison and Mount Streets is currently being progressed by Council in collaboration with the owners of 1 Denison and 100 Mount Street and several surrounding development sites. This will provide a high amenity and engaging pedestrian environment that will better link the north and south of the CBD.

WARD STREET PRECINCT

It is also Council's aspiration that development within the Ward Street Precinct, which forms part of the northern end of the North Sydney CBD, will deliver a significant number jobs as well as much needed public domain/infrastructure improvements to enhance the attractiveness, appeal and general amenity of the CBD.

The *Ward Street Precinct Masterplan (2019)* will be refined with an implementation strategy to facilitate the redevelopment of the Council-owned Ward Street and Harnett Street car parks to deliver transformative public domain amenity and community use benefits including a knowledge hub, community hub, public square and commercial office space.

EDUCATION PRECINCT

The high student population and significant education role performed in the North Sydney CBD will be more acutely recognised and integrated into the CBD's function. In response to the significant levels of growth experienced within the Education Precinct, located on the western edge of the North Sydney CBD, Council has developed and is progressively implementing strategies through the *Education Precinct Public Domain Masterplan (2015)* to enhance the amenity, accessibility and education function of the Precinct.

18 HOUR ECONOMY

Over time, the North Sydney CBD will have a wider focus and embrace the 18-hour economy with a greater range of after-hours activities and opportunities.

Council will continue to encourage a range of entertainment, recreational, cultural and retail activities in the North Sydney CBD to activate its streets and public spaces and support the night-time economy's diversity and ability to grow. It will also continue to review its planning controls to provide for the contemporary requirements of late night trading and small bars.

COLLABORATION

The rapid pace of change in the North Sydney CBD is likely to continue well after the completion of the Metro in 2024. Council will continue its close collaboration with transport and government agencies to maximise the benefits that will be delivered by the introduction of Metro in 2024. It will also collaborate with the City of Sydney to better understand and support cluster and commercial market interdependencies between the North Sydney CBD and Sydney CBD.



GREATER SYDNEY REGIONAL PLAN **OBJECTIVE 15**
The Eastern, GOP and Western economic corridors are better connected and more competitive.

OBJECTIVE 18
Harbour CBD is stronger and more competitive

NORTH DISTRICT PLAN **PLANNING PRIORITY N7**
Growing a stronger and more competitive Harbour CBD

NORTH SYDNEY LSPS **LOCAL PLANNING PRIORITY P1**
Grow a stronger, more globally competitive North Sydney CBD

ACTIONS

P1.1 – Continue to implement the *North Sydney CBD Capacity and Land Use Strategy (2017)*, in collaboration with the DPIE, industry stakeholders and the community to:

- increase commercial floorspace capacity and employment growth for the North Sydney CBD;
- deliver high quality commercial floorspace that caters to the needs of existing and emerging industries;
- restrict residential development to the mixed-use periphery to preserve a critical mass of employment in the North Sydney CBD;
- encourage a diverse mix of entertainment, recreation, retail and commercial uses that contribute to the North Sydney CBD's diversity, amenity and commercial sustainability; and
- ensure high-quality design that responds to context and enhances the amenity of the North Sydney CBD. **(short -long term)**

P1.2 – Continue to collaborate with State transport authorities to capitalise on the place-making opportunities arising from Sydney Metro to create a more attractive, vibrant and prosperous North Sydney CBD. This includes pursuing transport outcomes, in line with the *North Sydney CBD Transport Masterplan (2018)*, that:

- prioritise the delivery of walking infrastructure;
- minimise local traffic growth;
- create slow speed traffic environments within the North Sydney CBD;
- encourage regional through traffic to use alternative routes to by-pass the North Sydney CBD; and
- deliver Miller Street Plaza. **(short-medium term)**





**NORTH SYDNEY
LSPS**

- P1.3** – Implement the *North Sydney CBD Public Domain Strategy, North Sydney CBD Laneways and Ward Street Precinct Masterplan* to ensure the delivery of high-quality, safe and attractive public spaces and provide for a greater range of activities to facilitate a more engaging and vibrant CBD. **(short – medium term)**
- P1.4** – Ensure the night-time economy’s diversity and ability to grow by refining planning controls to enable a range of entertainment, recreational, cultural and retail options in appropriate locations and allow for the contemporary requirements of late night retail trading and small bars to activate the North Sydney CBD’s streets and public spaces. **(short - medium term)**
- P1.5** – Investigate opportunities to better integrate the education sector into the North Sydney CBD. **(ongoing)**
- P1.6** – Collaborate with the City of Sydney to better understand and support cluster and commercial market interdependencies between North Sydney CBD and Sydney CBD. **(ongoing)**

LOCAL PLANNING PRIORITY P2

DEVELOP INNOVATIVE AND DIVERSE BUSINESS CLUSTERS IN ST LEONARDS/ CROWS NEST

RATIONALE

BACKGROUND

St Leonards is identified a 'Strategic Centre' and 'Health and Education Precinct' under the Regional and District Plans, due to the regionally significant economic and employment functions of the Royal North Shore Hospital and associated clusters of medical, research and education activities.

Despite its proximity to the Royal North Shore Hospital, health care accounts for only 2% of employment space in the St Leonards Commercial Centre.⁴⁵ Area specialisations include information media, telecommunications and professional services. These industries are set to experience some of the highest growth rates to 2031.⁴⁶ Consultation with the real estate sector reveals St Leonards currently attracts smaller businesses, looking for less than 100 square metres, with cheaper, short-term lease arrangements.

It is also worth noting the significant number of creative industry activities spread across the surrounding areas. Nearby Artarmon, with its light industrial urban fabric, contains a distinct film and television industry with affiliated media companies tightly clustered around the SBS TV and radio station. Another cluster of creative industries occurs nearby in the high-technology park of Gore Hill.

A target of between 6,900 (base) and 16,500 (high) new jobs is identified under the *North District Plan* for the St Leonards/ Crows Nest Planned Precinct.

This includes an additional:

- 900-1,840 new jobs for Artarmon area;
- 800-5,300 new jobs for Health and Education area;
- 2,620-4,470 new jobs for St Leonards area;
- 1,950-3,020 new jobs for Crows Nest area; and
- 700-1,440 new jobs for Mater Hospital area by 2036.

There is concern, however, that St Leonards is not currently fulfilling its employment role due to ageing commercial office stock, low pedestrian amenity and a lack of night-time economy.

Commercial development has also been affected in recent years by broader trends in the office market including the general downturn in commercial property since the global financial crises and increasing attraction of the business park office centres offering larger floorplates, lower rents and car-based accessibility. Residential development has also had high appeal in recent years.

Notwithstanding, declining vacancy rates and indications that the appeal of suburban office markets will improve as capacity within the Sydney CBD is taken up support the importance of protecting and enhancing the employment functions of St Leonards/ Crows Nest.⁴⁷

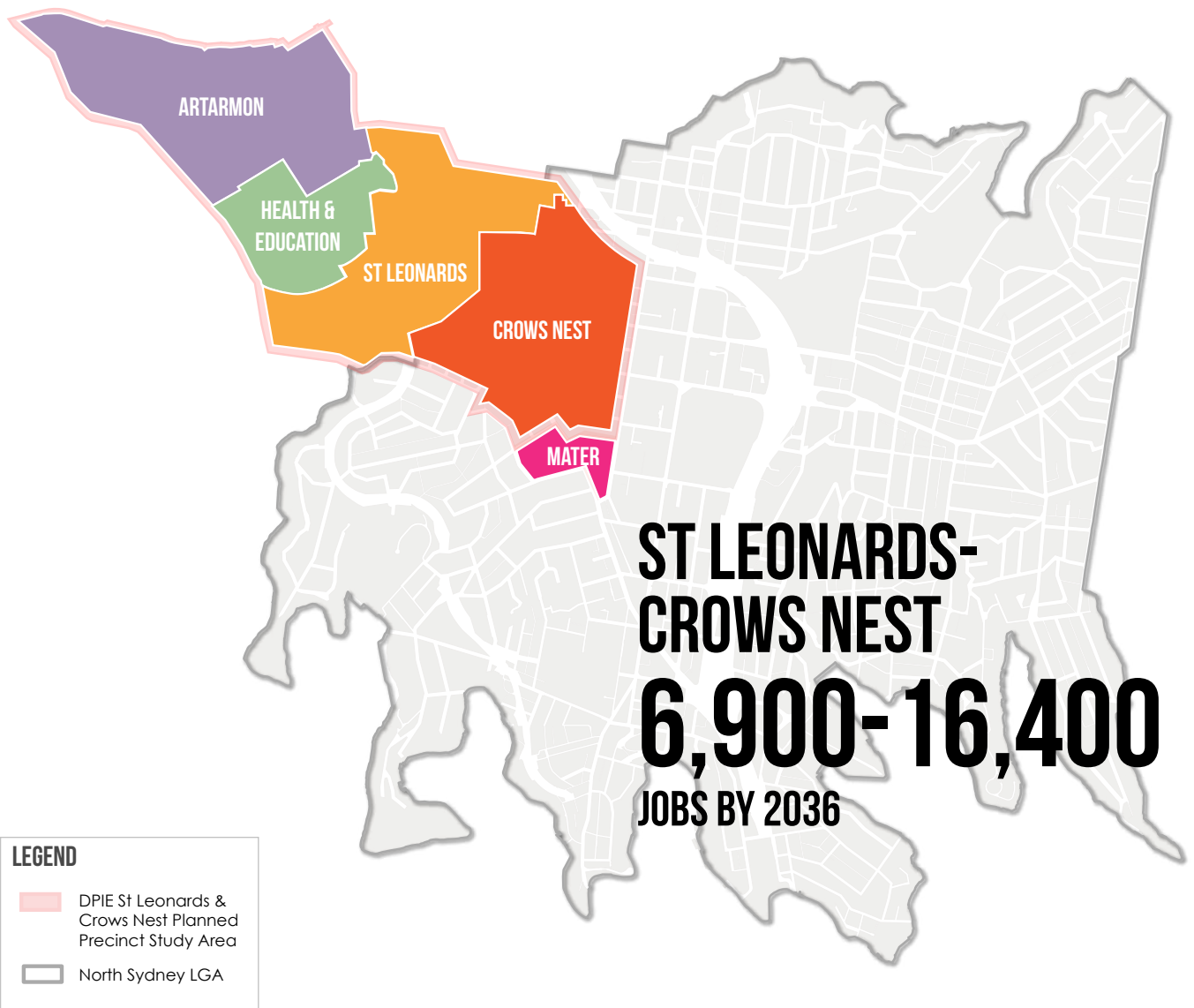
DRAFT ST LEONARDS & CROWS NEST 2036 PLAN

The DPIE's *Draft 2036 Plan* aims to deliver significant residential and employment growth in St Leonards/ Crows Nest to 2036, taking advantage of the NSW State Government's investment in the new Metro infrastructure for Sydney.

45 SGS Economic & Planning, 2014, St Leonards/Crows Nest Market Feasibility Study.

46 Ibid.

47 Ibid.



Map 10: St Leonards & Crows Nest Planned Precinct Employment Targets
Source: DPIE, 2018, Draft St Leonards and Crows Nest 2036 Plan



The *Draft 2036 Plan* aims to revitalise St Leonards through a balance of commercial and residential development, the delivery of new 'A Grade' employment floorspace, lively and active streets, safe and interesting laneways, and sunny tree-lined public spaces. The village atmosphere of Crows Nest is proposed to be retained, with Willoughby Road continuing to be a vibrant high street and the adjacent heritage conservation areas to be protected. Employment uses in Crows Nest are mainly local retail shops, population serving businesses and smaller professional services businesses.

The industrial area of Artarmon, Crows Nest Village, the Royal North Shore Hospital and St Leonards commercial centre will continue to provide services and work opportunities, with a focus on growth in health and technology sectors.

As outlined under Local Planning Priority L2, Council will continue to seek opportunities to work with Lane Cove and Willoughby Councils and the DPIE to ensure the long term employment growth of the St Leonards/ Crows Nest Planned Precinct and associated jobs targets, as envisaged under the North District Plan, are achievable under the *Draft 2036 Plan*.



CROWS NEST PRINCIPLES & PLACEMAKING STUDY

The *Crows Nest Principles and Placemaking Study (2018)* was prepared to inform Council's input into the State Government's investigation and future plans for the area. Enhancing employment and activity is one of the key principles for growth identified in the Study. These include:

- a diverse, strong, sustainable and vibrant local economy;
- St Leonards Centre continues to develop as one of the major employment centres of the Sydney metropolitan area;
- Crows Nest Village consolidates its role as a retail and hospitality destination and enhances its commercial sector; and
- employment capacity and diversity meets the needs of future generations;

To achieve these principles, the Study proposes a suite of actions, these include:

- Protect existing commercial lands and encourage new commercial buildings;
- Encourage new commercial buildings around Crows Nest Metro;
- prioritise and achieve economic and employment sector growth in the mixed-use zones;
- encourage new buildings with a higher commercial mix along Willoughby Road and Alexander Street;
- Encourage businesses to operate into the evening including retail outlets, recreation providers, theatres, bars, music and comedy venues to enhance the night-time economy;
- Investigate the employment needs/opportunities of the health and education sectors around Fiveways and the Mater Hospital.

To date, Council has strongly advocated for the inclusion of affordable co-working spaces in major developments and Planning Proposals in St Leonards. This is consistent with Council's *St Leonards/Crows Nest Planning Study – Precincts 2 & 3 (2015)*. However, the proposal to introduce a Special Infrastructure Contribution (SIC), is likely to result in the removal of Council's ability to negotiate significant public benefits deemed necessary to support and attract knowledge sector businesses to the St Leonards office market.

GREATER SYDNEY REGIONAL PLAN	OBJECTIVE 21 Internationally competitive health, education, research and innovation precincts.
	OBJECTIVE 22 Investment and business activity in centres.
NORTH DISTRICT PLAN	PLANNING PRIORITY N8 Eastern Economic Corridor is better connected and more competitive.
	PLANNING PRIORITY N9 Growing and investing in health and education precincts.
	PLANNING PRIORITY N10 Growing investment, business opportunities and jobs in strategic centres.
NORTH SYDNEY LSPS	LOCAL PLANNING PRIORITY P2 Develop innovative and diverse business clusters in St Leonards/ Crows Nest.
	ACTIONS <p>P2.1 – Reach an agreement on the long-term role of St Leonards as a major employment centre and future planning framework for the centre with Willoughby and Lane Cove Councils and the DPIE. (short – medium term)</p> <p>P2.2 – Continue to work with the DPIE and other relevant State Government agencies to capitalise on the land use opportunities arising from Sydney Metro to strengthen the future productive role of St Leonards/ Crows Nest. (short – medium term)</p>

LOCAL PLANNING PRIORITY P3

ENHANCE THE COMMERCIAL AMENITY AND VIABILITY OF NORTH SYDNEY'S LOCAL CENTRES

RATIONALE

The Regional and District Plans recognise local centres have an important role in providing local employment, services and amenity, and that facilitating their growth alongside metropolitan and strategic centres will be important for long-term jobs growth and delivering a 30-minute city.

The *North District Plan (2018)* identifies Neutral Bay and Cremorne as 'local centres.' These smaller centres generate economic activity from the local resident population, and support local employment opportunities and retail needs. They also serve an important function in the North Sydney LGA economy, supporting smaller businesses alongside the larger commercial hubs.

In 2017, the Neutral Bay and Cremorne Military Road Corridor accommodated over 1,385 registered businesses and 5,405 jobs.⁴⁸ Between 2011-2016, employment growth along the corridor increased by 29%, compared to 10% across the North Sydney LGA.⁴⁹

Other local centres play an important economic and small business role, but have not been identified in the North District Plan. These include the neighbourhood centres of Cammeray, Kirribilli, Milsons Point, McMahon's Point and Waverton.

The commercial amenity and viability of the Neutral Bay and Cremorne local centres is critical to future investment and prosperity. A key component of the *Military Road Corridor Planning Study* has been an economic analysis regarding the current and potential future commercial office, retail and employment role of the corridor.

Preliminary findings of the economic analysis component of the Study has identified that:

- minimal increases in new office space, with more growth in the provision of mixed use developments comprising ground floor retail and residential above;
- existing planning controls will contribute to ongoing reductions in commercial floor space over time; and
- additional commercial floorspace will be required above existing supply, to meet forecast retail and office floorspace demand by 2036.

The Neutral Bay and Cremorne *Military Road Corridor Planning Study* will guide future development, establish appropriate built form controls that support the functions of the precinct, and identify public domain and other public benefits that improve the safety, amenity, services and overall appeal and commercial viability of the area. The Study will ensure growth is planned, well managed and results in a more attractive area for workers, residents, students, visitors and investors.

48 Hill PDA, 2019, Military Road Corridor Economic Baseline Report & Stage 1 Economic Strategy.

49 Ibid.



GREATER SYDNEY REGIONAL PLAN	OBJECTIVE 12 Great places that bring people together.
NORTH DISTRICT PLAN	PLANNING PRIORITY N6 Creating and renewing great places and local centres, and respecting the District's heritage.
NORTH SYDNEY LSPS	LOCAL PLANNING PRIORITY P3 Enhance the commercial amenity and viability of North Sydney's local centres.
ACTIONS	
P3.1 – Prepare, finalise and implement the <i>Military Road Corridor Planning Study (Stages 1 and 2)</i> to ensure future development supports the functions of the precinct, and identify public domain and other public benefits to improve the safety, amenity, services and overall appeal and commercial viability of the Neutral Bay and Cremorne local centres. (short – medium term)	



Young Lane, Neutral Bay

LOCAL PLANNING PRIORITY P4

DEVELOP A SMART, INNOVATIVE & PROSPEROUS NORTH SYDNEY ECONOMY

RATIONALE

TOURISM & LOCAL VISITOR ECONOMY

Visitors make a significant contribution to the North Sydney local economy. Analysis of data from Tourism Research Australia over the past five years suggests that approximately 0.6 million visitors are attracted to the North Sydney LGA each year.⁵¹ Almost half of those visitors (43%) stayed overnight or longer, while 57% were day visitors. In 2016/17, visitors to North Sydney spent \$698 million on accommodation, hospitality, entertainment and leisure.⁵¹

Key findings from the *North Sydney Economic Development Strategy (2016)* and community engagement undertaken for the *North Sydney Community Strategic Plan 2018-2028*, identified that North Sydney's status as a tourist destination could be improved and its diversity of offerings expanded.

North Sydney has significant opportunities to capitalise on its proximity to Sydney CBD, its high amenity areas, Sydney Harbour foreshore access and views, and existing tourism infrastructure. This would increase visitation, diversify the local economy, and encourage further economic development throughout the LGA. Activation along the waterfront, the provision of new transport infrastructure (Sydney Metro) and emerging industry clusters, such as an arts sector in St Leonards/Crows Nest, provide opportunities to increase local economic activity and encourage greater visitation from day trips and overnight stays.

However, the North Sydney LGA currently has some weaknesses which inhibit further capitalisation of these strengths. These include the limited diversity of offerings in its centres, particularly the lack of economic activity after business hours, poor pedestrian access, public domain, and traffic congestion. These are addressed in further detail under Local Planning Priority P1, P2 and P3.

Public events also play a vital role in not only raising the profile of North Sydney for visitors but also activating public spaces, building social networks and creating

opportunities for local economic growth. North Sydney Council has a rich history of conducting, partnering and supporting events throughout the year, and has recently amended its regulatory framework to simplify the approvals process for conducting events in North Sydney.

Council has recently developed the *North Sydney Visitor Economy Strategy and Action Plan (2019)*. This provides a framework to guide the growth of a sustainable visitor economy in the North Sydney LGA. The Strategy seeks to:

- create a more clearly-defined identity or 'place brand' for the North Sydney LGA;
- increase promotion and marketing and attract the right market/audience; and
- create vibrant communities and world-class visitor experiences.

Key actions in the Strategy and three-year prioritised Action Plan include:

- create a destination identity for North Sydney and increase promotion and marketing;
- promote key heritage assets (eg. Luna Park, North Sydney Oval);
- support the establishment of a way marked walking track from Bondi to Manly Beach and promote North Sydney as a half way point;
- support the proposed Sydney Harbour Highline project;
- review the Waverton Peninsula Masterplan;
- maximise the visitor benefits of the North Sydney Olympic Pool complex redevelopment; and
- support the Sydney Harbour Federation Trust's vision for HMAS Platypus.

50 Destination Marketing Shore (DMS), 2019, Draft North Sydney Visitor Economy Strategy.

51 Ibid.

A SMART & INNOVATIVE CITY

Embracing innovation and growing the local ecosystem of entrepreneurs and start-ups was identified as a new priority area within the *North Sydney Community Strategy Plan 2018-2028*.

The concept of a 'smart city' has been growing across the world over the last 15 years. It involves harnessing digital technology, utilising data and promoting innovation to create smarter and better ways of doing things.

Smart cities attract knowledge, creativity and investment helping to grow the economy. In an increasingly digital and technology driven age, cities need to look towards new approaches, innovative technologies and smart infrastructure to create an environment that supports both community and economic growth.

Recognising North Sydney is in the beginnings of its journey to becoming a smart city, Council has prepared the *North Sydney Smart City Strategy and Action Plan 2019-2022*. The strategy and action plan provides a framework to leverage North Sydney's strengths, address its weaknesses and increase North Sydney's smart city maturity. It is acknowledged, however, that smart city development is a long-term process that requires ongoing focus, effort and persistence.

Key priorities/objectives in the Draft Strategy and three-year prioritised Action Plan include:

Smart Travel

- improve transport understanding, experience and efficiency, and the take up-take of low emission transport options.

Smart Infrastructure

- enhance public places with smart technology;
- leverage digital technology to modernise; planning and building compliance processes.

Smart Economy

- increase local innovation capacity and activity (support local start-ups and co-working spaces);
- promote partnerships and build the digital/knowledge economy;
- develop North Sydney's night-time and visitor economies.

Smart Leadership

- improve Council's innovation capability and capacity to deliver smart city projects;
- use smart technology to improve Council services.

Smart Sustainability

- improve energy, water and waste management in North Sydney.

Smart community

- improve the community's digital literacy and participation in community programs.

In line with the *North Sydney Smart City Strategy and Action Plan 2019-2022*, Council will support the development of an innovative economy by:

- encouraging participation and collaboration between community, businesses, investors and other levels of government to maximise service transformation and smart technology opportunities and outcomes;
- supporting local innovation, create new digital assets and generate new revenue streams to benefit the North Sydney community;
- harnessing technology and data to promote sustainability – working towards economic, environmental and social outcomes;
- maintaining high standards of privacy in leveraging the value of data to ensure the safety and security of people and assets; and
- providing user-friendly solutions and build the community's digital capacity.



GREATER SYDNEY REGIONAL PLAN	OBJECTIVE 24 Economic sectors are targeted for success.
NORTH DISTRICT PLAN	PLANNING PRIORITY N13 Supporting growth of targeted industry sectors.
NORTH SYDNEY LSPS	LOCAL PLANNING PRIORITY P4 Develop a smart, innovative and prosperous North Sydney economy.
	ACTIONS
	P4.1 – Implement the <i>North Sydney Visitor Economy Strategy and Action Plan</i> to support the growth of a sustainable local visitor economy, maximising the economic benefits while managing the environmental and social impacts on the North Sydney LGA. (short – medium term)
	P4.2 – Implement the <i>North Sydney Smart City Strategy 2019-2022 and Action Plan</i> to increase North Sydney's smart city maturity. (short – medium term)

LOCAL PLANNING PRIORITY P5

PROTECT NORTH SYDNEY'S LIGHT INDUSTRIAL AND WORKING WATERFRONT LANDS AND EVOLVING BUSINESS AND EMPLOYMENT HUBS

RATIONALE

Industrial activity and urban services are important to the Greater Sydney economy, and the nature of this economic sector is continuing to change, with emerging technologies and new industries with different requirements.

Given the limited supply of industrial and urban services land in the North District, and the inability to increase this supply, it is important that these lands be safe-guarded and efficiently managed.

As reflected in the North Sydney LGA, industrial land is evolving from traditional industrial and manufacturing lands and freight and logistics hubs, into specialised employment lands. The Regional and District Plans recognise that these lands provide space for emerging future industries, and that achieving a mix of economic outcomes that support the city and population should be the primary objective.

LIGHT INDUSTRIAL LANDS

The North Sydney LGA contains one small pocket of land zoned IN2 Light Industrial in McMahons Point, approximately 400m south-west of North Sydney Railway Station and CBD. This precinct has historically accommodated traditional urban services activities such as printing. In recent years, creative businesses in the media production and advertising industries have emerged but activity is somewhat constrained by the level of residential development within the zone.

WORKING WATERFRONT LANDS

The North Sydney LGA has several small pockets of land zoned IN4 Working Waterfront at Careening Cove, Kirribilli and Berrys Bay, Waverton. These lands are uniquely located along the Harbour waterfront and contain significant industrial and maritime heritage.

The function and future role of North Sydney's light industrial and working waterfront lands has been previously questioned and will be the subject of a strategic analysis in the short to medium term. Council will conduct an activity review to better understand the type and extent of floorspace and employment characteristic of these precincts.



Ensemble Theatre – Careening Cove, Kirribilli

GREATER SYDNEY REGIONAL PLAN	OBJECTIVE 23 Industrial and urban services land is planned, retained and managed.
NORTH DISTRICT PLAN	PLANNING PRIORITY N11 Retaining and managing industrial and urban services land
NORTH SYDNEY LSPS	LOCAL PLANNING PRIORITY P5 Protect North Sydney's light industrial and working waterfront lands and evolving business and employment hubs
	ACTIONS
	P5.1 – Review current activities in the IN2 Light Industrial and IN4 Working Waterfront zones to better understand their current and future industrial and employment potential. (short – medium term)
	P5.2 – Ensure all existing IN2 Light Industrial and IN4 Working Waterfront zones are safe-guarded from competing land use pressures, especially residential and mixed-use development, and retained exclusively for employment purposes. (ongoing)
	P5.3 – Ensure the important industrial and maritime heritage of North Sydney's IN4 Working Waterfront zones is protected. (ongoing)

LOCAL PLANNING PRIORITY P6

SUPPORT WALKABLE CENTRES AND A CONNECTED AND SUSTAINABLE NORTH SYDNEY

30-MINUTE CITY

RATIONALE

A 30-minute city, where people have access to jobs, services and public transport close to where they live, is a key long-term aspiration of the Regional Plan, *A Metropolis of Three Cities*. This means providing more housing, jobs, health and education facilities in metropolitan and strategic centres and enabling more people to have public transport access to their closest centre within 30 minutes.

LAND USE DENSITY & DIVERSITY AROUND CENTRES

The *North Sydney Transport Strategy (2017)* outlines the community's vision and priorities for transport in North Sydney. It identifies as one of its central aims, the importance of land use density and diversity within a walkable distance of commercial, mixed-use and neighbourhood centres that contain local shops and facilities and also offer access to high quality public transport services.

Providing higher land use and population densities in areas with good access to local shops, facilities and public transport provides support for existing businesses and the opportunity to increase the number and diversity of businesses in centres. It also supports the delivery of frequent, high quality public transport services, maximises the number of journeys made by walking, cycling and public transport and minimises the number and distance of vehicle based journeys.

The *North Sydney Local Housing Strategy (2019)* reinforces this action by identifying opportunities for commercial and residential growth where local living and transit oriented development outcomes can be best achieved. This minimises the number and distance of trips generated within a local area by increasing the take-up of walking, cycling and public transport; and reduces traffic generation in line with the *North Sydney Transport Strategy's* vision and priorities.

MODAL HIERARCHY & TRANSPORT IMPROVEMENTS

Council will continue to plan, prioritise, advocate and deliver transport outcomes that reflect the *North Sydney Transport Strategy's* vision and prioritise a modal hierarchy for North Sydney based on walking, cycling and public transport.

This requires identifying and prioritising improvements to walking and cycling infrastructure within the walking and cycling catchments of centres, that also provide access to high quality public transport. It also includes advocating for and delivering initiatives that improve public transport access to areas outside of these existing centres.

Council will work towards the delivery of inclusive streetscape design and slow speed vehicular traffic environments in commercial, mixed-use and neighbourhood centres and residential zones, which will encourage the sharing of local streets by all travel modes.

On classified state and regional roads outside of local centres, Council will advocate for the delivery of high-quality separated walking, cycling and public transport facilities to improve safety, amenity and usability. This general philosophy is shared with Transport for NSW.

FREIGHT, LOCAL DELIVERY & SERVICING

Ensuring suitable servicing and delivery facilities are provided in North Sydney's commercial, mixed-use and neighbourhood centres is important for supporting local business activity. Appropriate regional freight routes are also important for supporting wider economic activity. Ensuring these facilities are delivered to meet the requirements of businesses, while minimising their impact on the local road network, and the walking and cycling amenity of centres is a key priority.

NSDCP 2013 contains provisions to ensure adequate off-street loading, delivery and servicing facilities are provided in all commercial and industrial premises and larger residential developments, to minimise the impacts of these facilities on the safety and efficiency of the surrounding road system.

A key action of the *North Sydney Transport Strategy (2017)*, is the preparation of a *Local Deliveries and Freight Action Plan*, which will investigate, review and identify:

- area-based delivery infrastructure requirements;
- actions to encourage/require delivery tasks be completed outside peak pedestrian activity hours;
- actions that increase the competitiveness of rail freight;
- preferred freight, delivery and construction vehicle routes through North Sydney; and
- opportunities that minimise the impact of local deliveries and freight on North Sydney roads.

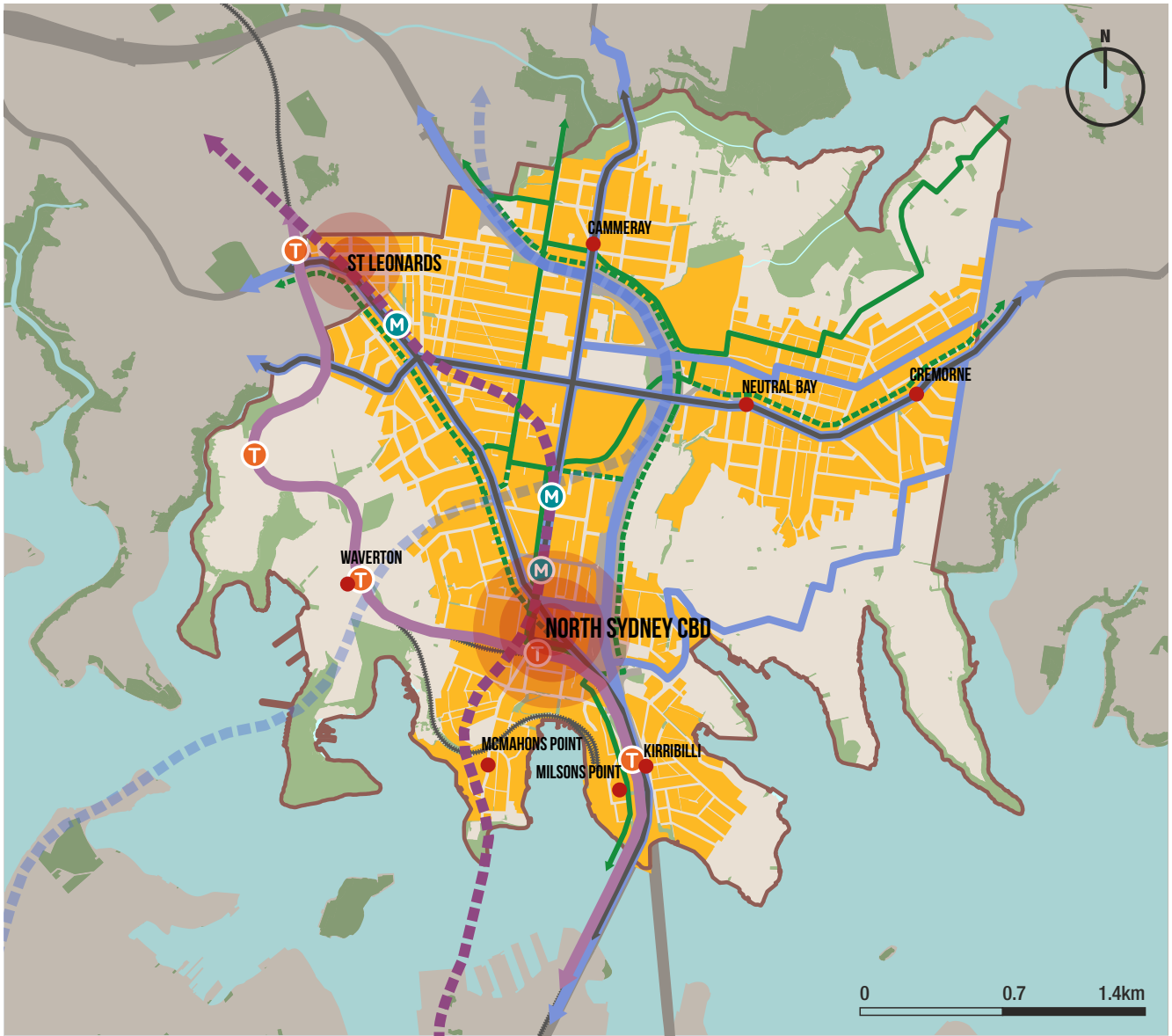
Council will continue to liaise and collaborate with the DPIE, GSC and State transport authorities to ensure the prioritisation of walking, cycling and public transport infrastructure within North Sydney whilst supporting North Sydney's role as an integral part of the internationally competitive Harbour CBD and Economic Corridor.

STRATEGY

In accordance with the *North Sydney Transport Strategy (2017)*, Council will support walkable centres and a connected and sustainable North Sydney through the following actions:

- Encourage and support land use density and diversity within a walkable distance of commercial, mixed-use and neighbourhood centres;
- Identify and prioritise improvements to walking and cycling infrastructure within the walking and cycling catchments of commercial, mixed-use and neighbourhood centres;
- advocate for and deliver initiatives that improve public transport access to precincts located outside walkable catchments of high-quality public transport services; and
- Prepare a *Walking Action Plan*, *Public Transport and Advocacy Action Plan*, *Local Deliveries and Regional Freight Action Plan*, and *Parking and Traffic Action Plan*;
- Review the *North Sydney Integrated Cycling Strategy (2013)* in line with the directions of the *North Sydney Transport Strategy (2017)* and *North Sydney CBD Transport Masterplan (2019)*.

MAP 11 – TRANSPORT NETWORK



LEGEND

LGA Boundary	Train Line	Open Spaces	City-shaping	City-serving	
Train Station	Main Roads	Waterways	Rail (future)	Bus/traffic (existing)	Bus/traffic (future) [†]
Metro Station		Centre Serving/Local Living Catchment	Bus/traffic (existing)	Cycling (existing)	Cycling (future)

NOTES:

City-shaping corridors – major trunk road and public transport corridors providing higher speed and volume connections between our cities and centres that shape locational decisions of residents and businesses.

City-serving corridors – higher density corridors within 10km of metropolitan centres providing high frequency access to metropolitan cities/centres with more frequent stopping patterns.

Centre-serving/Local living catchment – walking and cycling catchment to nearest high amenity centre with transport node.

[†] Western Harbour Tunnel and Beaches Link subject to final business case, no investment decision/funding at time of LSPS preparation.

MAP 12 – FREIGHT AND LOCAL SERVICING NETWORK



LEGEND

- | | | | |
|---------------|-------------|-------------------------------|-------------------------------------|
| LGA Boundary | Metro line | Metropolitan Centre | Freight Route (existing) |
| Train Station | Main Roads | Health and Education Precinct | Freight Route (future) [†] |
| Metro Station | Open Spaces | Strategic Centre | Local Servicing Route |
| Train Line | Waterways | Local/Neighbourhood Centre | |

NOTES:

[†] Western Harbour Tunnel and Beaches Link subject to final business case, no investment decision/funding at time of LSPS preparation.



GREATER SYDNEY REGIONAL PLAN	OBJECTIVE 14 A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities.
	OBJECTIVE 16 Freight and logistics networks are competitive and efficient.
	OBJECTIVE 17 Regional connectivity is enhanced.
NORTH DISTRICT PLAN	PLANNING PRIORITY N12 Delivering integrated land use and transport planning and a 30-minute city.
	PLANNING PRIORITY N14 Leveraging inter-regional transport connections
NORTH SYDNEY LSPS	LOCAL PLANNING PRIORITY P6 Walkable centres and a connected and sustainable North Sydney.
	<p>ACTIONS</p> <p>P6.1 – Implement the <i>North Sydney Transport Strategy (2017)</i> to deliver the community's vision for transport in North Sydney. (short-medium term)</p> <p>This includes:</p> <ul style="list-style-type: none"> • prepare a <i>Walking Action Plan, Public Transport and Advocacy Action Plan, Local Deliveries and Regional Freight Action Plan, Parking and Traffic Action Plan</i>; and • review the <i>North Sydney Integrated Cycling Strategy (2013)</i> in line with the directions of the <i>North Sydney Transport Strategy (2017)</i> and the <i>North Sydney CBD Transport Masterplan (2019)</i>.